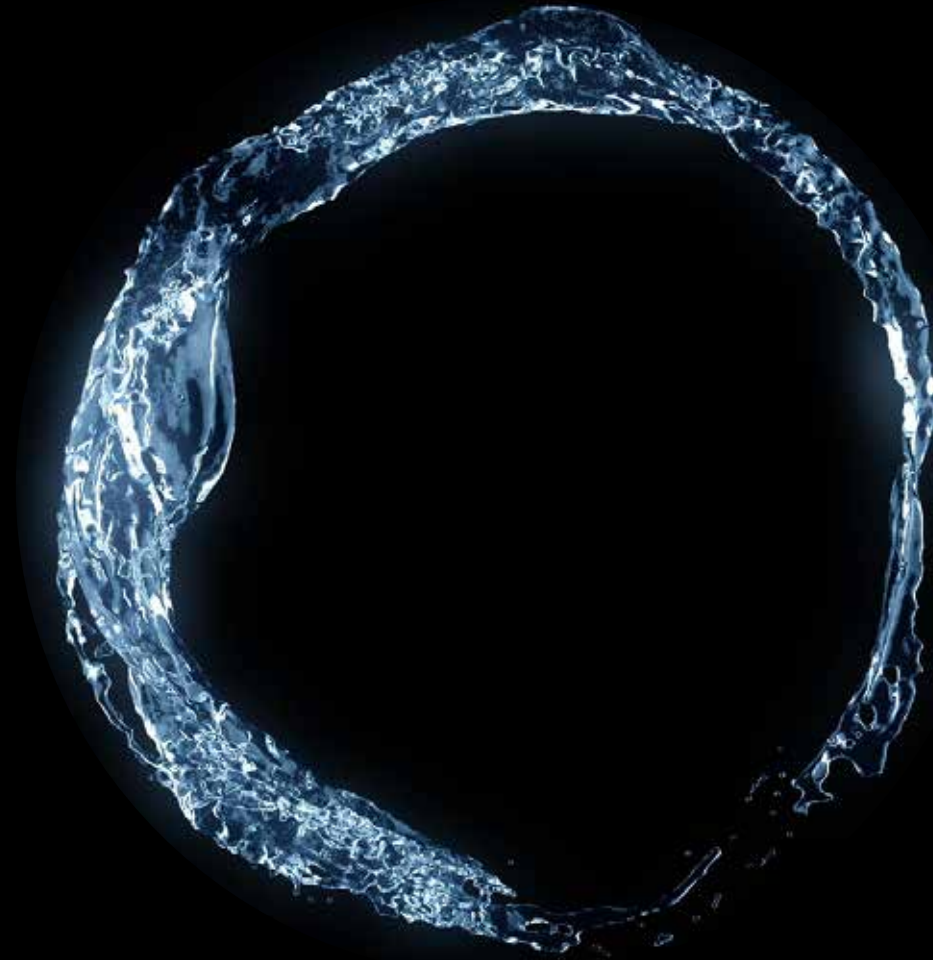


Deloitte.



Deloitte Belgium
2017 Impact Report
FY2017 Global Reporting
Initiative (GRI) index

FY2017 Global Reporting Initiative (GRI) index

GRI Standards Disclosure Number	Disclosure Title	Report location : Disclosure
General Disclosures		
Organizational profile		
102-1	Name of the organization	Deloitte Belgium CVBA
102-2	Activities, brands, products, and services	Performance
102-3	Location of headquarters	Gateway building, Luchthaven Nationaal 1 J, 1930 Zaventem
102-4	Location of operations	Executive message
102-5	Ownership and legal form	Leadership & Partners
102-6	Markets served	We are operating in Belgium, and most of our clients are based in Belgium. However, with the new regional entity Deloitte North West Europe, we are opening up for seamless service and knowledge exchange across 9 countries. For more details see further in Performance Metrics and Executive message .
102-7	Scale of the organization	Performance metrics
102-8	Information on employees and other workers	Performance metrics: talent
102-9	Supply chain	Significant elements of Deloitte's supply chain include talent benefits, travel and hospitality services, IT hardware and software, professional services, and real estate.
102-10	Significant changes to the organization and its supply chain	Executive message Performance metrics
102-11	Precautionary Principle or approach	The Deloitte Belgium Corporate Social Responsibility Policy points to defining principles for establishing member firm policies. These defining principles include environmentally sustainable operations and a commitment to local communities and the wider society
102-12	External initiatives	Leadership & Partners: Chief of Strategy Innovation impact Societal impact
102-13	Membership of associations	Leadership & Partners: Chief of Strategy Innovation impact

GRI Standards Disclosure Number	Disclosure Title	Report location : Disclosure
General Disclosures		
Strategy		
102-14	Statement from senior decision-maker	Executive message
Ethics and integrity		
102-16	Values, principles, standards, and norms of behavior	Principles of Business Conduct Deloitte Belgium Simply Irresistible Organization
Governance		
102-18	Governance structure	Leadership & Partners
Stakeholder engagement		
102-40	List of stakeholder groups	FY2017 Stakeholder engagement survey
102-41	Collective bargaining agreements	Performance metrics: talent
102-42	Identifying and selecting stakeholders	Basis of reporting
102-43	Approach to stakeholder engagement	Basis of reporting
102-44	Key topics and concerns raised	FY2017 Stakeholder engagement survey Basis of reporting
Reporting practice		
102-45	Entities included in the consolidated financial statements	Deloitte Bedrijfsrevisoren / Réviseurs d'Entreprises, Deloitte Belastingconsulenten / Conseils Fiscaux, Deloitte Accountancy, Deloitte Services & Investments, Deloitte Belgium CVBA, Deloitte Finance, Deloitte Consulting & Advisory, Deloitte Global Tax Center
102-46	Defining report content and topic Boundaries	Basis of Reporting
102-47	List of material topics	Basis of Reporting
102-48	Restatements of information	No restatements have been made.
102-49	Changes in reporting	Basis of reporting
102-50	Reporting period	Fiscal year 2017: June 1, 2016–May 31, 2017
102-51	Date of most recent report	n/a

GRI Standards Disclosure Number	Disclosure Title	Report location : Disclosure
General Disclosures		
102-52	Reporting cycle	Annually
102-53	Contact point for questions regarding the report	beinfo@deloitte.com
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option
102-55	102-55 GRI content index	GRI Index
102-56	102-56 External assurance	Deloitte Belgium did not have the FY2017 impact report externally assured
Material Topics		
Economic Performance		
103-1 103-2 103-3	Management Approach: Explanation of the material topic and its Boundary The management approach and its components Evaluation of the management approach	<p>Deloitte Belgium has more than 3400 professionals delivering services in audit & assurance, tax, consulting, financial advisory, risk advisory, and related services. Revenues for fiscal year 2017 were 480 million euros.</p> <p>Deloitte Belgium is part of Deloitte North West Europe, and the meaningful impact of services provided to clients materializes within this region, especially in Belgium, but not limited to it. However, in 2017, Deloitte Belgium's geographical boundary regarding financial performance is limited to the Belgian entity.</p> <p>Deloitte Belgium is also part of DTTL, Deloitte Touche Tohmatsu Limited (DTTL). Each DTTL member firm provides services in particular geographic areas and is subject to the laws and professional regulations of the particular country or countries in which it operates. Each DTTL member firm is structured in accordance with national laws, regulations, customary practice, and other factors, and may secure the provision of professional services in its territory through subsidiaries, affiliates, and other related entities.</p> <p>Impact report - Performance / Total Revenue About Deloitte Belgium About Deloitte Global Leadership & Governance Basis of reporting</p>
201-1	Direct economic value generated and distributed	<p>Revenues: 480 million Community investments: 3582 volunteering hours</p>

GRI Standards Disclosure Number	Disclosure Title	Report location : Disclosure
Material Topics		
201-2	Financial implications and other risks and opportunities due to climate change	<p>Risks posed to Deloitte by climate change that have potential financial implications include physical risks to firm facilities from weather events, regulatory risk, and reputational risk. Through Deloitte’s Sustainability practice, the firm also has the opportunity to serving clients as they respond to climate change risks and opportunities. DTTL has quantitatively estimated the financial implications of some of the opportunities, but consider this information confidential. DTTL has not quantitatively assessed the financial implications of the risks. For a detailed explanation of risks and opportunities, please refer to DTTL’s CDP response available at https://www.cdp.net/en</p>
Indirect Economic Impacts		
103-1 103-2 103-3	<p>Management Approach: Explanation of the material topic and its Boundary The management approach and its components Evaluation of the management approach</p>	<p>Deloitte is led by a Purpose: to make a positive, enduring impact that matters. This Purpose inspires Deloitte professionals and will help us achieve our global strategy of being the undisputed leader in professional services. In practice this means that:</p> <ul style="list-style-type: none"> • We serve clients with quality and distinction, making a measurable and attributable impact. • We inspire our people to deliver value – mentoring and developing future leaders and colleagues for life. • We contribute to society, building confidence and trust, upholding integrity, and supporting the community. • We lead the profession by challenging ourselves to do what matters most, delivering innovative ideas that reflect our unique capabilities. <p>The third point articulates that at Deloitte Belgium we fully appreciate that business has a crucial role in building a better society. The Deloitte Foundation is the cornerstone of our commitment to society, the Deloitte Foundation oversees our firm’s Corporate Responsibility (CR) strategy and provides added visibility to the projects in which we participate. By integrating the CR concept into all operations, we aim to reconcile our economic and social ambitions, thereby enabling our efforts and impact to be even more distinctive.</p> <p>The continuous aim of the Deloitte Foundation is to promote socially responsible projects where the focus of the impact in society lies in entrepreneurship, education, innovation and sustainability. Our community investment program currently provides an opportunity for staff to contribute to a wide variety of causes, with our primary focus on supporting educational and entrepreneurial projects. The support can take form in funds or in kind. Whatever can create most impact to the goals that the project ambitions.</p> <p>The Deloitte Foundation falls directly under the responsibility of the CEO and the directors of the foundation. A team of experts reviews all projects, measures the impact on society and the</p>

GRI Standards Disclosure Number	Disclosure Title	Report location : Disclosure
Material Topics		
		<p>contribution to the objectives of the foundation and the firm. Before entering into new strategic partnerships, these are all discussed at the executive committee and submitted for approval. Challenging on a continuous way and creating the internal debate towards the societal relevance of the selection of the partnerships and programs that are supported belongs to her tasks.</p> <p>Basis of reporting</p>
203-1	Infrastructure investments and services supported	<p>The Deloitte Foundation brings together a range of social projects in Belgium and abroad, for which we collaborate with strategic partners. The projects focus on education, entrepreneurship and sustainability. A selection of existing partnerships supported by the Deloitte foundation are: Close the Gap, Qhubeka, Fund Isaan and VLAJO-Les Jeunes Entreprises.</p> <p>Close the gap aims at helping the digital divide that separates prosperous from developing nations. Over the last decade, Deloitte has donated 440,000 assets, including 124,000 refurbished computers provided to social projects in Africa, Latin America and Asia. Other member firms, among them the Netherlands, France, Poland and Slovakia, have joined Deloitte Belgium in supporting the initiative. In FY2016 Deloitte Belgium donated a Digitruck to Close the Gap in South Africa. Five Deloitte volunteers travelled to the Western Cape to put the Digitruck into action. The initiative is helping young people prepare for the working world through capacity building in such areas as entrepreneurship, idea generation and financial management.</p> <p>Qhubeka provides bicycles to students in rural Africa, giving them the tools to access education and to make their own path in life. Deloitte Global and Deloitte Belgium are proud to support the charity's #BicyclesChangeLives campaign. Deloitte has already donated more than 200 bikes to Qhubeka and envisions donating more in the future.</p> <p>Fund Isaan established by a Deloitte partner, is active in one of the poorest regions in Thailand, where education is often a low priority. It provides computers and training, sends volunteers to assist local teachers with English classes, and offers scholarships to young people who demonstrate high potential. Since 2007 Deloitte Belgium has been sending volunteers to help Isaan in its mission; over the years more than 36 Deloitte Belgiumers have been spending 6 weeks in Thailand to assist in a teach the teacher program to make the language courses stronger for the local communities.</p> <p>VLAJO / Les Jeunes Entreprises enables students to develop entrepreneurial skills and prepare for working life through simulation exercises in which they experience how to run their own company. Deloitte provides feedback on business plans, serves on competition juries, advises the initiative's management and offers a Deloitte Innovation Award. Yearly, Deloitte serves in all juries of the mini-company competitions, all business game contests, provides workshops and coaches participants. Deloitte selects yearly the most innovative mini-company in all regions and awarded more than 60 Deloitte Innovation Awards.</p> <p>The Shift is the leading network for companies striving to shape a sustainable society. It aims to be a center of expertise for its members and a platform for exchange of information and experience. Its vision is to co-create inclusive, green and responsible business for a sustainable society. The European umbrella of B&S is CSR Europe, which coordinates the different initiatives within European countries. Deloitte Belgium joined the network in 2005 and held a seat on the Executive Committee during many years.</p> <p>More information on these projects can be found on the Deloitte Foundation webpage</p>

GRI Standards Disclosure Number	Disclosure Title	Report location : Disclosure
Material Topics		
Anti-corruption		
103-1 103-2 103-3	Management Approach: Explanation of the material topic and its Boundary The management approach and its components Evaluation of the management approach	Principles of business conduct Delivering outstanding value with integrity Ethics and integrity Basis of reporting
205-1	Operations assessed for risks related to corruption	All operations are continuously assessed for amongst others corruption risk as a standard procedure in accepting new clients, or new opportunities.
205-2	Communication and training about anti-corruption policies and procedures	<p>Throughout fiscal year 2017, we continued strengthening our anti-corruption framework. Through our framework, we aim to avoid incidents of corruption, comply with national and international legislation and preserve our brand.</p> <p>To avoid any association with corruption, we include corruption as one of the elements in the background checks that we perform when accepting new clients or third parties. Additionally, corruption is a factor in the portfolio risk review discussions that we conduct with our assignment partners. The observations of these discussions are used as input for our corruption risk assessment. In this assessment, we believe that we have identified all foreseeable corruption risks for our firm covering 100% of our operations and assigned mitigating measures to each of the identified risks.</p> <p>Every year we roll out our online anti-corruption training that is mandatory for all partners and employees. Being part of the international DTTL network, the provision of the UK Bribery Act already were indirectly applicable to us. Due to the formation of Deloitte NWE, the provisions of the UK Bribery Act are now directly applicable to Deloitte Belgium. Consequently, we are aligning related policies and procedures within the different NWE geographies.</p>
205-3	Confirmed incidents of corruption and actions taken	No reported incidents in 2017.

GRI Standards Disclosure Number	Disclosure Title	Report location : Disclosure
Material Topics		
Energy		
103-1 103-2 103-3	<p>Management Approach: Explanation of the material topic and its Boundary The management approach and its components Evaluation of the management approach</p>	<p>Deloitte Belgium uses energy for its buildings and mobility for more than 3400 professionals delivering services in audit & assurance, tax, consulting, financial advisory, risk advisory, and related services. The use of energy is limited to Deloitte Belgium's buildings and fuel for cars. This means purchased electricity in Deloitte Belgium facilities, natural gas, diesel fuel and gasoline.</p> <p>Deloitte Belgium is committed to keeping its ecological footprint as low as possible. In order to do this, we focus on reducing our energy usage and emissions in our buildings and mobility. We are continuously monitoring the use of purchased electricity, natural gas, diesel fuel and gasoline in relation to our car fleet & building portfolio, together with the choices and number of business travel. In 2017, 99.8 percent of the energy used in our buildings was drawn from renewable sources. In 2017, we launched an internal program in order to change our mobility behavior at Deloitte Belgium, which implies developing new mobility schemes and changing mindsets.</p> <p>We continuously measure and monitor a series of indicators to effectively manage the impact of our actions. Yearly a report is sent to Deloitte Global of our performance on the KPI's, so that we can manage and improve our energy usage every year.</p> <p>Our getting greener story gives more insight on what Deloitte Belgium has already done to reduce its ecological footprint. Detailed information on evolution on our sustainability impact from 2015 up tot today can be found in the links below.</p> <p>Performance metrics: Environmental sustainability Basis of reporting</p>
302-1	Energy consumption within the organization	Performance metrics: Environmental sustainability
302-4	Reduction of energy consumption	Performance metrics: Environmental sustainability

GRI Standards Disclosure Number	Disclosure Title	Report location : Disclosure
Material Topics		
Emissions		
103-1 103-2 103-3	Management Approach: Explanation of the material topic and its Boundary The management approach and its components Evaluation of the management approach	<p>Deloitte Belgium is committed to keeping its ecological footprint as low as possible. In order to do this, we focus on reducing our energy usage and emissions in our buildings and mobility.</p> <p>We are continuously monitoring the use of purchased electricity, natural gas, diesel fuel and gasoline in relation to our car fleet & building portfolio, together with the choices and number of business travel. In 2017, 99.8 percent of the energy used in our buildings was drawn from renewable sources. In 2017, we launched an internal program in order to change our mobility behavior at Deloitte Belgium, which implies developing new mobility schemes and changing mindsets.</p> <p>We continuously measure and monitor a series of indicators to effectively manage the impact of our actions. Yearly a report is sent to Deloitte Global of our performance on the KPI's, so that we can manage and improve our emissions every year.</p> <p>Our getting greener story gives more insight on what Deloitte Belgium has already done to reduce its ecological footprint. Detailed information on evolution on our sustainability impact from 2015 up tot today can be found in the links below.</p> <p>Performance metrics: Environmental sustainability Basis of reporting</p>
305-1	Energy Direct (Scope 1) GHG emissions	Basis of reporting; Performance metrics: Environmental sustainability
305-2	Energy indirect (Scope 2) GHG emissions	Basis of reporting; Performance metrics: Environmental sustainability
305-3	Other indirect (Scope 3) GHG emissions	Basis of reporting; Performance metrics: Environmental sustainability
305-4	GHG emissions intensity	Basis of reporting; Performance metrics: Environmental sustainability
305-5	Reduction of GHG emissions	Getting Greener; Basis of reporting; Performance metrics: Environmental sustainability

GRI Standards Disclosure Number	Disclosure Title	Report location : Disclosure
Material Topics		
Effluents and Waste		
103-1 103-2 103-3	Management Approach: Explanation of the material topic and its Boundary The management approach and its components Evaluation of the management approach	Effluents and waste is not considered a material topic, hence we do not report on our management approach. Paper waste is the most relevant source of waste, which we are reducing through the introduction of a paperless office process. The volume of paper waste decreased by 24% in 2017 compared to 2016. For more information, check the " Getting greener " story. Performance metrics: Environmental sustainability Basis of reporting
306-2	Waste by type and disposal method	Getting Greener; Basis of reporting; Performance metrics: Environmental sustainability
Supplier Environmental Assessment		
103-1 103-2 103-3	Management Approach: Explanation of the material topic and its Boundary The management approach and its components Evaluation of the management approach	Deloitte Belgium is committed to ensuring that products and services it purchases are sustainable in both their impact and their source of production. Environmental criteria are becoming an increasingly important part of the tendering process. The new Deloitte Belgium Gateway office building is a good case in point with its significant decreased environmental footprint compared to the Diegem office. Every year Deloitte is assessed by Ecovadis, a sustainability-rating platform for global supply chains. Criteria include environment, energy and CO2 emissions; working conditions and practices; fair business practices; and sustainable purchasing policy. In 2016, Deloitte has been granted the Ecovadis Silver label. Basis of reporting
308-1	New suppliers that were screened using environmental criteria	The relocation of our office from Diegem to the Gateway building took place in January 2017. A place of innovation where more than 2000 employees are taking a pioneering step towards the future of work. Gateway reduced our CO2 emissions considerably due to the efficiency of the building. With its excellent mobility options, Gateway also demonstrates our commitment to sustainability, and our commitment to continue decreasing the firm's CO2 output per full-time employee. Not only does Deloitte encourages its people to use public transport to come to work, but Deloitte also changes its fleet in a sustainable way. Every few years the CO2 cap on which the fleet is procured is reviewed in order to lower the environmental impact of the fleet. Within the fleet there is a growing number of cars using alternative sources of energy. There are full-electrical cars, plug-in hybrid cars and hybrid cars.

GRI Standards Disclosure Number	Disclosure Title	Report location : Disclosure
Material Topics		
308-2	Negative environmental impacts in the supply chain and actions taken	<p>The main impacts of Deloitte are our buildings, mobility, and business travel. Concerning these topics we have taken major steps in a year.</p> <p>The relocation of our office from Diegem to the Gateway building took place in January 2017. A place of innovation where more than 2000 employees are taking a pioneering step towards the future of work. Gateway reduced our CO2 emissions considerably due to the efficiency of the building. With its excellent mobility options, Gateway also demonstrates our commitment to sustainability, and our commitment to continue decreasing the firm's CO2 output per full-time employee.</p> <p>Deloitte is dedicated to reduce its impact on the environment and supports its employees whereas possible to make sure that they can commute in sustainable ways, without losing comfort. Therefore, Deloitte developed a mobility plan with a focus on public transport & bike as an extension of the current individual package.</p> <p>The Mobility Trial started in January 2017 where we gave our employees incentives to travel to work by public transport. 1014 employees came to work by train, while 51 employees opted to come to work by bus.</p> <p>Alternatively, Deloitte foresees tools and alternative modes of transportation that can be used by all employees. Employees can find carpool buddies within Deloitte by using our car-sharing app. To promote this way of transport, Deloitte organized a carpool week in April. In total, there were 243 carpool travels (back and forth) registered. Deloitte also encourages its employees to travel to work by bike. To promote this mode of transportation, we organized a bike week in June during which 226 bike travels were registered. On top of that Deloitte has a pool of cars and bicycles (foldable & e-bikes) that can be reserved offering its employees more flexibility when needed.</p> <p>Not only does Deloitte encourages its people to use public transport to come to work, but Deloitte also changes its fleet in a sustainable way. Every few years the CO2 cap on which the fleet is procured is reviewed in order to lower the environmental impact of the fleet. Within the fleet there is a growing number of cars using alternative sources of energy. There are full-electrical cars, plug-in hybrid cars and hybrid cars.</p>

GRI Standards Disclosure Number	Disclosure Title	Report location : Disclosure
Material Topics		
Employment		
103-1 103-2 103-3	Management Approach: Explanation of the material topic and its Boundary The management approach and its components Evaluation of the management approach	<p>Deloitte complies with all applicable Belgian and European laws concerning employment. We are integrating the letter and spirit of important international standards and guidelines such as the OECD Guidelines for Multinational Enterprises, and the ILO Tripartite declaration of principles concerning multinational enterprises and social policy. Deloitte aims to become a Simply Irresistible Organisation to attract more than 4,000 people by 2020. By enabling our people to grow, our organization can continue to grow as well. We are creating a firm that our people are proud to work for and that inspires others to join. Indeed, our people are our best ambassadors. Our talent strategy aims to make an impact that matters at every career stage by creating a unique talent experience for our people: future, current, and alumni. Innovation has improved the effectiveness of our talent communications, facilitated the onboarding journey of new hires, and non-value adding talent tasks.</p> <p>At Deloitte we believe in the importance of our talent’s well-being, therefore we aim to create a flexible environment where talent can make choices that fit their personal situation. We strive to support new ways of working. We want our people to be able to balance the demands of their work and their clients with other aspects of their lives through flex and teleworking possibilities. Flexibility is also key to your reward package. We want to give our people the power of choice to tailor their package to their own needs. Therefore, we implemented a new flexible benefits scheme.</p> <p>Last year we performed an Engagement Survey in which our people get the chance to tell us what they value at Deloitte and what we can do better. We listen to their feedback and use it to create tangible action plans to make an impact that matters. Going forward we intend to implement a practice of continuous listening where pulse surveys will identify the attention points in maintaining our practitioners engaged.</p> <p>Simply Irresistible Organization Basis of reporting</p>
401-1	New employee hires and employee turnover	Performance metrics: Talent

GRI Standards Disclosure Number	Disclosure Title	Report location : Disclosure
Material Topics		
Training and Education		
103-1 103-2 103-3	Management Approach: Explanation of the material topic and its Boundary The management approach and its components Evaluation of the management approach	<p>Deloitte Belgium has more than 3400 professionals delivering services in audit & assurance, tax, consulting, financial advisory, risk advisory, and related services. All of Deloitte Belgium's employees, on each level, receive training and education on a regular basis. Talent initiatives are a top priority for sustainable growth across the firm. Supported by our hands-on management approach, Deloitte Belgium is striving to become a simply irresistible organization in which we value the diversity of our people and promote a coaching culture to stimulate their personal and professional growth. In fiscal year 2018, we are starting to focus on training initiatives for manager-level talents and above, as part of the new Reinventing Performance Management process.</p> <p>At Deloitte Belgium, the quality of our work is constantly assessed through an evaluation process. After every project consultants, senior consultants, managers, senior managers and directors are marked on their performance. Yearly, all performances all reviewed by the management to determine on promotions.</p> <p>Find more information on the webpages Simply Irresistible Organization, Innovative Talent, Global Mobility Stories, Deloitte University and Learning Basis of reporting</p>
404-1	Average hours of training per year per employee	<p>Performance metrics: Talent</p> <p>Find more information on the webpages Simply Irresistible Organization, Innovative Talent, Global Mobility Stories, Deloitte University and Learning</p>
404-2	Programs for upgrading employee skills and transition assistance programs	<p>Deloitte is providing a range of formal and informal learning opportunities for both new hires and experienced professionals alike. Deloitte offers a variety of flexible work arrangements, including sabbaticals; transition assistance is done in accordance with the applicable laws, flex working, pre-retirement planning and so on.</p> <p>Find more information on the webpages Simply Irresistible Organization, Innovative Talent, Global Mobility Stories, Deloitte University and Learning</p>

GRI Standards Disclosure Number	Disclosure Title	Report location : Disclosure
Material Topics		
404-3	Percentage of employees receiving regular performance and career development reviews	<p>Regular performance and career development reviews are core to Deloitte’s ongoing success. Within DTTL, all permanent employees are covered by such a requirement, and all have received reviews except for those on leave, terminated, or with minimal service hours during the fiscal year.</p> <p>Find more information on the webpages Simply Irresistible Organization, Innovative Talent, Global Mobility Stories, Deloitte University and Learning</p>
Diversity and Equal Opportunity		
103-1 103-2 103-3	<p>Management Approach: Explanation of the material topic and its Boundary The management approach and its components Evaluation of the management approach</p>	<p>Strength from cultural diversity is one of Deloitte’s shared values, and we recognize that our diversity represents an enormous opportunity. At Deloitte we especially strive to reach a balanced gender diversity.</p> <p>Strength from diversity is one of Deloitte’s shared values, and we recognize that our diversity represents an enormous opportunity. Thus, Deloitte Belgium is taking steps towards having a gender-balanced leadership. We understand that making these profound changes will not happen overnight. However, a defined purpose – with a structure, clear targets and supportive policy changes – will take us in the right direction.</p> <p>We believe that diversity will enhance group performance: diversity in a group matters as much as ability and brainpower. It will also improve decision-making, help attract top talent, increase employee satisfaction and make the firm more customer oriented. Our goal is to achieve a fair representation of both genders throughout Deloitte Belgium, increasing the number of women in business units and national governance bodies. To achieve this, a firm-wide Gender Diversity initiative has been developed. It aims to pinpoint the issues, set change targets and develop measures to improve the current gender balance.</p> <p>Diversity is assessed on a regular basis and is reported annually.</p> <p>Find more information on the webpage of diversity Basis of reporting</p>
405-1	Diversity of governance bodies and employees	<p>Deloitte Belgium aims at increasing female partner representation 20% by 2024 and 30% by 2030. Further information: Performance metrics: Talent; Leadership & Partners; Diversity story</p> <p>Diversity is not only about gender diversity, but also diversity in age. Deloitte wants to give young people an opportunity to develop themselves within our organization, but also wants to keep more experienced people on board. Performance metrics: Talent</p>

GRI Standards Disclosure Number	Disclosure Title	Report location : Disclosure
Material Topics		
Local Communities		
103-1 103-2 103-3	Management Approach: Explanation of the material topic and its Boundary The management approach and its components Evaluation of the management approach	<p>Deloitte is led by a Purpose: to make a positive, enduring impact that matters. This Purpose inspires Deloitte professionals and will help us achieve our global strategy of being the undisputed leader in professional services. In practice this means that:</p> <ul style="list-style-type: none"> • We serve clients with quality and distinction, making a measurable and attributable impact. • We inspire our people to deliver value – mentoring and developing future leaders and colleagues for life. • We contribute to society, building confidence and trust, upholding integrity, and supporting the community. • We lead the profession by challenging ourselves to do what matters most, delivering innovative ideas that reflect our unique capabilities. <p>The third point articulates that at Deloitte Belgium we fully appreciate that business has a crucial role in building a better society. The Deloitte Foundation is the cornerstone of our commitment to society, the Deloitte Foundation oversees our firm’s Corporate Responsibility (CR) strategy and provides added visibility to the projects in which we participate. By integrating the CR concept into all operations, we aim to reconcile our economic and social ambitions, thereby enabling our efforts and impact to be even more distinctive.</p> <p>The continuous aim of the Deloitte Foundation is to promote socially responsible projects where the focus of the impact in society lies in entrepreneurship, education, innovation and sustainability. Our community investment program currently provides an opportunity for staff to contribute to a wide variety of causes, with our primary focus on supporting educational and entrepreneurial projects. The support can take form in funds or in kind. Whatever can create most impact to the goals that the project ambitions.</p> <p>The Deloitte Foundation falls directly under the responsibility of the CEO and the directors of the foundation. A team of experts reviews all projects, measures the impact on society and the contribution to the objectives of the foundation and the firm. Before entering into new strategic partnerships, these are all discussed at the executive committee and submitted for approval. Challenging on a continuous way and creating the internal debate towards the societal relevance of the selection of the partnerships and programs that are supported belongs to her tasks.</p> <p>Basis of reporting</p>

GRI Standards Disclosure Number	Disclosure Title	Report location : Disclosure
Material Topics		
413-1	Operations with local community engagement, impact assessments, and development programs	<p>The Deloitte Foundation brings together a range of social projects in Belgium and abroad, for which we collaborate with strategic partners. The projects focus on education, entrepreneurship and sustainability. A selection of existing partnerships supported by the Deloitte foundation are: Close the Gap, Qhubeka, Fund Isaan and VLAJO-Les Jeunes Entreprises.</p> <p>Close the gap aims at helping the digital divide that separates prosperous from developing nations. Over the last decade, Deloitte has donated 440,000 assets, including 124,000 refurbished computers provided to social projects in Africa, Latin America and Asia. Other member firms, among them the Netherlands, France, Poland and Slovakia, have joined Deloitte Belgium in supporting the initiative. In FY2016 Deloitte Belgium donated a Digitruck to Close the Gap in South Africa. Five Deloitte volunteers travelled to the Western Cape to put the Digitruck into action. The initiative is helping young people prepare for the working world through capacity building in such areas as entrepreneurship, idea generation and financial management.</p> <p>Qhubeka provides bicycles to students in rural Africa, giving them the tools to access education and to make their own path in life. Deloitte Global and Deloitte Belgium are proud to support the charity's #BicyclesChangeLives campaign. Deloitte has already donated more than 200 bikes to Qhubeka and envisions donating more in the future.</p> <p>Fund Isaan established by a Deloitte partner, is active in one of the poorest regions in Thailand, where education is often a low priority. It provides computers and training, sends volunteers to assist local teachers with English classes, and offers scholarships to young people who demonstrate high potential. Since 2007 Deloitte Belgium has been sending volunteers to help Isaan in its mission; over the years more than 36 Deloitteers have been spending 6 weeks in Thailand to assist in a teach the teacher program to make the language courses stronger for the local communities.</p> <p>VLAJO / Les Jeunes Entreprises enables students to develop entrepreneurial skills and prepare for working life through simulation exercises in which they experience how to run their own company. Deloitte provides feedback on business plans, serves on competition juries, advises the initiative's management and offers a Deloitte Innovation Award. Yearly, Deloitte serves in all juries of the mini-company competitions, all business game contests, provides workshops and coaches participants. Deloitte selects yearly the most innovative mini-company in all regions and awarded more than 60 Deloitte Innovation Awards.</p> <p>The Shift is the leading network for companies striving to shape a sustainable society. It aims to be a center of expertise for its members and a platform for exchange of information and experience. Its vision is to co-create inclusive, green and responsible business for a sustainable society. The European umbrella of B&S is CSR Europe, which coordinates the different initiatives within European countries. Deloitte Belgium joined the network in 2005 and held a seat on the Executive Committee during many years.</p> <p>More information on these projects can be found on the Deloitte Foundation webpage</p>

GRI Standards Disclosure Number	Disclosure Title	Report location : Disclosure
Material Topics		
Supplier Social Assessment		
103-1 103-2 103-3	Management Approach: Explanation of the material topic and its Boundary The management approach and its components Evaluation of the management approach	<p>Deloitte Belgium is committed to ensuring that products and services it purchases are sustainable in both their impact and their source of production. Consequently, we are screening our suppliers on a number of criteria that contribute to these two criteria. Every supplier has to sign a contract about the safety of his or her employees. This to ensure that our company's suppliers respect human rights.</p> <p>Deloitte itself is assessed each year by Ecovadis, a sustainability-rating platform for global supply chains. Criteria include environment, fair business practices, human rights and sustainable procurement. In 2016, Deloitte has been granted the Ecovadis Silver label.</p> <p>Basis of reporting</p>
414-1	New suppliers that were screened using social criteria	<p>To ensure that Deloitte's suppliers treat their employees right, every supplier has to sign a third party safety agreement.</p> <p>Performance metrics: Societal impact</p>
Customer Privacy		
103-1 103-2 103-3	Management Approach: Explanation of the material topic and its Boundary The management approach and its components Evaluation of the management approach	<p>Deloitte Belgium strongly values customer privacy. All of its clients can rely on maximum discretion, confidentiality and integrity of our employees in the services they provide. At Deloitte we deal with confidential information, including sensitive client data. Every day we prove our reputation through the care we take in safeguarding this information. All Deloitte employees have to know and follow the guidelines about confidentiality. These guidelines are extensively written in policy documents such as the acceptable use policy, the global principles of business conduct and the code of ethics. Within the latter employees can find how to make correct use of our information systems, information about the prevention of unauthorized access to Deloitte information, and information about the protection of privacy of personal data. To ensure all employees comply with these standards, every year there is a mandatory online training.</p> <p>If an incident occurs, it is the duty of all Deloitte employees to report this. On the intranet, our employees can find an email address and a telephone number they can reach out to when they see or provoke an incident.</p> <p>More information can be found in the Acceptable use policy and Deloitte's global principle of business conduct</p> <p>Basis of reporting</p>

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